

Appendix A: Annual Report 2020/21

1. 2020/21 was dominated by the pandemic, which made such a difference to British society. It had a major impact on the work of the Police and Crime Commissioner and his office. To begin with it resulted in his term being extended by an additional year, following the cancellation of PCC elections. More importantly it changed the whole profile of crime in the local area. The closure of the night time economy and other non-essential parts of the economy and the restrictions in social movements meant that crimes such as burglary and shoplifting as well as violence in public spaces reduced substantially. The opportunity to commit crimes such as domestic abuse and online fraud unfortunately increased. Despite these challenges police performance has continued to improve throughout the period, as described below. Finally, the work environment changed radically and changed overnight with the lockdown, with most workplaces, including the OPCC having to adapt to online working.
- 2. Response to Pandemic**
3. Not surprisingly the response to the pandemic was one of the main features of the year. The PCC acted quickly to provide support for potential victims of domestic abuse, investing in local providers to allow them to enhance their services and ensure that sufficient spaces were available in local refuges for those at risk. The PCC also provided additional grants to support other emergency services addressing the immediate problems generated by the pandemic.
4. On top of this the PCC's office engaged in the multi-agency pandemic responses orchestrated by the Recovery Co-ordinating Group. For instance, the PCC's office led the multi-agency response to re-opening the night time economy after the initial lockdown and the second lockdown, adapting this response to the complex situation in Leicester. This programme has now adapted into a long-term multi-agency change programme to improve the safety of our night time economy environments across LLR.
5. The PCC's office has also contributed to pandemic related changes around domestic abuse services and changes to other protective services for victims. Similarly, the office has participated in the multi-agency work to ensure that local communities are supported and can support themselves.
6. The office itself adapted very quickly, ensuring that all services could be delivered digitally and creating a paperless office overnight. Home-based working reduced the carbon footprint of the office by an estimated 3,500 car miles per week for home/office travelling alone. This occurred whilst staff productivity and well-being increased according to regular staff surveys and manager reports.
- 7. Partnership Working**
8. Despite the pandemic, the office continued to operate its partnership structure. The Strategic Partnership Board continued its work around missing children and Gypsy, Roma, Traveller communities. Similarly, it continued its preparations for the opening of the new prison at Glen Parva and worked with the Ministry of Justice in shaping the development of the Probation Service.

9. The remit of the Strategic Partnership Board (SPB) is to reduce the prevalence of harmful behaviour by addressing long term risk factors that promote harm. An in-depth analysis of risk factors has identified childhood trauma as the one of the major causes underpinning all harmful behaviour, as well as being one of the main drivers of poor health, educational and social outcomes. The Board has undertaken a detailed analysis of the impact of childhood trauma and reviewed the current research as well as the emerging services across LLR. The overwhelming conclusion is that investment in developing an integrated multi-agency response to childhood trauma is essential if we want to reduce the impact of harmful behaviour on our communities over the longer term. To this end SPB has prepared a “Trauma Informed Strategy” and established a multi-agency Leadership Group to deliver that strategy.
10. All of the initiatives of the OPCC have been developed and adapted to support the childhood trauma programme. For instance, a Community Leadership Programme has been successfully established and delivered to create the community leaders who can drive this and related initiatives in the areas where they are most needed. Similarly, the People Zone initiative has been enhanced with additional funding to drive local community development.
11. To this end the PCC established a set of programmes that will continue beyond his period in office to drive forward the ambitions of the childhood trauma programme and the commitment to community based preventive services. These include the Community Leadership Programme and People Zones, but also include a Community Outreach Programme, a set of multi-use games areas (MUGA courts), and a programme to enable ex-offenders to find employment.
12. The longer-term aim is to ensure that the OPCC acts as an exemplar of a trauma informed organisation, adapting all of its services and people management in line with a trauma informed approach.
13. **Violence Reduction Network**
14. The Violence Reduction Network (VRN) has gone from strength to strength during the year, despite the obvious impact of the lockdown. It led on the establishment of the first Community Leadership Programme and it has continued to roll out the Mentors in Violence Prevention Programme despite the closure of schools for large parts of the year. Other VRN services have also had to adapt, such as the VIP service within the hospital, which uses the “reachable moment” methodology to engage with individuals injured by a sharp object.
15. **Commissioning**
16. The surprising feature of the OPCC’s commissioning service is that it has generated about as much income, through successful funding applications for the benefit of LLR communities, as the whole cost of the office. Around £3.6m of funding was successfully applied for, which, when combined with the Ministry of Justice grant for victim services, roughly matches the whole cost of the office, including the entire commissioning budget.
17. A very good example of this is the successful application for funding under rounds one and two of the Safer Streets programme. In round one of this programme Leicestershire OPCC

was the most successful applicant in the whole country, providing very practical support to localised beleaguered communities in parts of Leicester and Loughborough.

18. The PCC also maintained his grants' funding throughout the period of lockdown, extending vital schemes in local communities, such as the sex workers scheme run by the Falcon Centre in Loughborough, which received a new substantial grant to sustain its work for the next period.

19. East Midlands Criminal Justice Board

20. As well as leading the SPB, the PCC has also led the East Midlands' Criminal Justice Board (EMCJB) throughout the past year. The work of this Board has focussed almost entirely on the impact of the pandemic, grappling with the backlogs that emerged almost immediately, as public facing services had to shut down. The multi-agency plan prepared by the EMCJB has had some impact: backlogs have reduced as the regional criminal justice system has worked hard to mitigate the effects – but there is still much to do.

21. Community Engagement and 1 in 4 Programme

22. Community engagement inevitably reduced because of the pandemic and the PCC's programme of local patchwalks, seminars, What Matters to You and other public facing initiatives had to be scrapped. A programme of Facebook Live and other digital events has begun to replace the face to face activities and have attracted even larger audiences than were possible through direct engagement.
23. One area of digital engagement was around the Black Lives Matter initiative. The PCC embarked on discussions with this group on a number of occasions, acknowledging the concerns of local leaders from BAME communities and translating these into the establishment of the 1 in 4 programme. The 1 in 4 programme aims to ensure that the demographic make-up of Leicestershire Police matches that of the community that it serves. Leicestershire Police has a much higher proportion of BAME members across its workforce than most other police forces, but it is still a long way short of being representative and the programme aims to remedy this.

24. Police performance

25. The accountability role of the PCC has continued during this period and performance scrutiny has continued throughout, including scrutiny of the police response to the pressures of the pandemic. The most effective measure of performance is provided by the ratings of the inspectorate (HMICFRS) through its inspection programme. Leicestershire Police is officially rated as "Good" across all measures of performance and has been commended nationally for its response to the pandemic. The increase in police officer numbers, driven by the PCC through each of his previous budgets as well as his final budget, has contributed to the improving performance of the police. On top of this, the annual value for money ratings produced by HMICFRS continue to show that Leicestershire Police is one of the best in the country in terms of value for money, and all audits of Leicestershire Police and OPCC financial management have been green for many years. This is clearly a very healthy position to handover to a new PCC at the end of Lord Bach's extended term.